

INNOVATION AND ENTREPRENEURSHIP PERFORMANCE IN ABA, ABIA STATE, NIGERIA

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ABSTRACT

This study examined the influence of innovation on the performance of entrepreneurship in Aba, Abia State, Nigeria. Three hypotheses were formulated to ascertain whether or not there is significant relationship existing between the two intervening variables i.e. innovation and entrepreneurship performance in Aba, Abia State. Survey research design was adopted, while data were obtained through structured questionnaire and analyzed using Pearson's product-moment coefficient of correlation. From the analysis, the result showed that there is an existing relationship between innovation and performance of entrepreneurship. Based on the findings it was concluded that for entrepreneurship to stand the test of time in the face of escalating competition in the emerging economies like Nigeria, premium must be placed on formulating and developing innovative culture aimed at encouraging employees to bring on board innovative ideas and strategies capable of providing innovative product and services to the customers with valued and satisfying benefits better than competitors to enhance performance and productivity. The study therefore, recommended among others that entrepreneurship policies and program should be designed in ways that addresses horizontal concerns and which generates better and viable inducement for innovation activities.

Keywords: Innovation, Inducement, Entrepreneurship, Emerging Economy, Innovative Culture

INTRODUCTION

Innovation is an interventionist undertaking aimed at encouraging economic growth, development and survival of many developing and emerging economies in the face of the escalating competition and environment of changes occasioned by the effects of globalization, glocalization, advanced technology, economic changes, socio-political variables, changes in the consumer taste and preferences and other marketing dynamics. The marketing environments of today has become sort of innovate or die business practices therefore, entrepreneurs struggle to weather the storm in an attempt to survive and to keep pace with the changing competitive and dynamic environmental conditions through innovative business practices. Entrepreneurs are therefore faced with the decision of either to innovate or choose to die, hence those that are innovative blossom to become one of the market leaders while others that are docile experiences stagnation, recession and possible extermination from the market. This explains the high mortality rate and recession experienced by Nigerian entrepreneurs today.

To combat stagnation and adverse effect of recession according to Ogbari, Oke, Ibukunoluwa, Ajagbe & Ologbo (2016) is to encourage the expression of entrepreneurial behaviour by its employees. This by extension would enable the employees to fashion out new strategies, engendering new venture creation within the organizations and breaking new grounds/frontiers aimed at innovative performance (Olokundun, Falola, Ibidunni, Ogunnaike, Peter & Kehinde, 2017).

No doubt, entrepreneurship is a major driver of innovative performance because it provides the platform through which employees expresses behaviours aimed at identifying and exploiting new ideas, new strategies for business growth and new ways of running an existing business (Lambert, 2016). The aim of this study is therefore, to examine how innovations influence the performance of entrepreneurship in Aba, Abia State, Nigeria.

Entrepreneurship in Nigeria is enmeshed in a turbulent and escalating competition arising from the effect of globalization and other marketing dynamics. Therefore, entrepreneurs are increasingly seeking for strategic approaches to accomplish, improve and sustained their performance and gain competitive advantage in the market place/space through innovations. Innovation gives an entrepreneur an edge over its rivals and an ability to generate greater value for the business. Therefore, to ensure survival in this age of expanding and escalating globalization of business and communication, advancement in technology and challenging economic climate, it becomes imperative for entrepreneurs to engage in product and process innovation that would result in entrepreneurs mapping out new strategies, initiating new ventures creation, breaking new grounds/ frontiers and enhanced performance.

Nigerian market has huge purchasing potentials as a result of growing population and explosion in business activities that can build strong affinity for value driven products for entrepreneurship with unique brand development, high quality product offerings, affordability and improvement (Omodafe & Nwaizugbo, 2017).

Unfortunately, entrepreneurship in Nigeria have not keyed into these realities due to low return on investment, limited innovation and slow rate of growth of the economy. Furthermore, the present performance of entrepreneurship in Nigeria suggest that despite the huge and attractive opportunities offered and the benefits derived from employing innovative practices, it does appears that most entrepreneur perceive it as being out of their reach and therefore a “wasted effort” rather than “investment”.

The reality on ground as at today suggest that entrepreneurship have failed to create value and gained competitive advantage as a result of their inability to integrate innovative practices into their operations for enhanced performance.

Therefore, the aim of this study is to examine the influence of innovative business practices on the performance of entrepreneurship in Aba, Abia State.

The broad objective of this study is to examine the influence of innovative business practices on the performance of entrepreneurship in Aba, Abia State. The specific objectives are: 1) To examine the effect of innovation on competitive advantage of entrepreneurship in Aba, Abia State. 2) To investigate the effect of innovation on market expansion. 3) To ascertain if there is a positive correlation between innovation and creation of value added offerings among entrepreneurship in Aba, Abia State.

LITERATURE REVIEW

Concept of Entrepreneurship

According to Hoskisson, Covin, Volberda & Johnson, (2011) entrepreneurship has largely become an integral and established legitimate field of research and managerial practice over the last decades. Though authors and scholars have written extensively on the subject of entrepreneurship in their literature there is still no universally accepted definition of entrepreneurship as the concept is often loosely used (Audretsch, 2002; Friis, Paulson and Karlsson 2002; Iversen, Jorgensen, Makhaw-Moller & Schjerning, 2005). Though there are plethora of definitions according to the perspective of the school of thought regarding entrepreneurship (Morris, 1998; Verstraete & Fayolle, 2004; Welter & Lash, 2008).

According to Fillion (1997) “Entrepreneurship is the field that studies the practice of entrepreneur; their activities, characteristics, economic and social effects of their behavioural and modes of support are made available to facilitate the expression of entrepreneurial activities”

Johnson, (2001), sees entrepreneurship in a very narrowest sense involving capturing ideas, converting them into products and, or serviced and then building a venture to take the product to market.

In the opinion of OECD, (2007), entrepreneurship is the result of any human action undertaken in order to generate value through the creation or expansion of economic activities. As noted by Landstrom, (2005); Friis, et.al (2002); Fayolle, (2004); Jullien,

(2005) entrepreneurship can only be understood as a multidimensional reality, though it is difficult to come to terms with this reality.

This study shall adopt the views and opinions of Shane (2003) who defined entrepreneurship as the examination of activities involved in the conception (various modes of opportunity recognition), Launch, development and operation of new ventures (resource formation process). In this study premium is placed on the notion of creation that is translated in terms of value creation, the creation of new company, a new organization, a new market as well as a new product and or service.

Baron (2007) has recognized entrepreneurship as involving human agency enabling individuals to pursue opportunities as it present itself, therefore, much research work on entrepreneurship has place much emphasis on the cognitive aspect of how individual entrepreneurs recognize the opportunities as noted above for new business creation (Baron, 2008; Ucbasaran, Westhead, Wright & Flores, 2010). In the same vein, because many new ventures have been initiated in established corporation, much research works concentrated efforts on corporate entrepreneurship (Covin & Miles, 1999; Guth & Ginsberg, 1990; Ireland & Kuraiko, 2009) that has emerged at the firm level.

Innovation and Entrepreneurship

According to McDowell, (2012) organizational growth and performance is a resultant effect of the strong linkage between innovation and entrepreneurial behaviours of employees within the organization. Entrepreneurship provide the necessary platform that enhances employees to express behaviour aimed at identifying and exploiting new ideas, new strategies for business growth and new ways of running an existing business (Rivera, 2017; Braunerhjelm, 2009) entrepreneurs are regarded as innovators within the organization. To come to terms with the above reality entrepreneurs and small businesses in Nigeria require new ideas and strategies to survive and enhance performance in the face of the escalating unfriendly business environment. Therefore, they should proactively engender effective strategies to exploit entrepreneurial and innovative potentials resident in their employees (Innovation Booster, 2017). According to Olokundun, et. al, (2017) the responsibility of creating an entrepreneurial and innovative culture to create the necessary platform for the expression of entrepreneurial behaviour within an organization for enhanced growth and performance rest on the ability of the uncommon capacity of entrepreneur to create such enabling environment.

Innovation Performance and Entrepreneurship

Innovation is a significant ingredient for performance, growth and development through improvement in efficiency, outstanding quality, productivity, competitive market positioning and growth of a firm (Olokundun, et. al, 2017). According to Bagno, Salerno & Dias (2017) innovation is evident in the introduction of new product processes or services. Furthermore, Emmanuel, 2008, Suhag, Solangi, Larik, Lakho & Tagar, (2017) opined that innovation involves a management process that involves strategic approaches with a focus on process technology, market innovation, operation innovation and product differentiation. Therefore, to realize the objective of innovation performance an organizational activities must be geared towards the introduction of new and relevant ideas to the organizational processes and procedures for enhance development and strategies aimed at appreciable improvement that culminated in improved or new business, products, services or internal processes (Yang, Sun, Zhang & Wang, 2017).

As noted by Emmanuel, Kogabayeu & Maziliauskas (2017) technological application in organizations has resulted in reduction of cost of production which by extension facilitates marginal reduction in the unit price of product or service which in turn stimulate a marginal increase in the demand for the product or the services of the firm. When this happens, it enhances innovation performance of the entrepreneur as the increase in the demand of the products and services inturn enhances performance and the profit of the business. In the same vein, competent and unique application of technological knowhow by the entrepreneur could help an organization to carve a niche for itself by way of product differentiation (Mukhopadhyay & Ye, 2017). New users and uses of the product or service of the organization are attracted by the uniqueness of the product offerings leading to expansion of the market share and stronger competitive position and advantage in the market.

In the opinion of Lambert, (2016) innovation by an organization is targeted at improving customer satisfaction and reduction in cost of production. For the organization to enjoy the benefit of innovation and improved performance efforts should be geared towards eliminating unnecessary bureaucratic bottlenecks, tapping into the gains of technology and a well-defined organizational policies and programs for enhanced efficiency and effectiveness (Lambert, 2016), customers can enjoy more value added through excellent customer satisfaction. This reality is attained by development of innovative strategies such as reducing the perceived inconveniences and engendering

customer friendly operations. Furthermore, to add more value to the organizational offerings, market performance can be enhance by providing products or services with unique selling preposition by adding extra values to the organizational products or services at the same selling price. Essegbey, Sakyi-Dawson, Kossou, Ouologuem, Dembele, Adu-Acheampong & Jiggins, (2017) stated that innovation remained a significant survival strategy for the entrepreneurship considering the high mortality rate of the entrepreneurs in Nigeria.

Innovation and Entrepreneurship Performance

The general growth, development and the amount of profit firm gained in order to achieve its set goals and objectives is a major indicator of the firm's performance (Hult, Hurley & Knight, 2004). It is a direct result of the interactive cooperation and synergy between actions taken in relation to the competitive forces that allows flexibility and adaptation in the operation which enables the firm to operate in the external uncontrollable environment aimed at integrating operational competences and usefulness (Hult et. al, 2004). Furthermore, Yahya, Marwan & Muna 2011) emphasized that the firm innovation performance is largely dependent on the opportunities presented by the external environmental factors, by extension, the implication of this is that the entrepreneur tends to become more competitive in the emerging market when greater premium is placed on innovative business activities to build and enhance the reputation among rivals in the market place/space. More importantly the underlying principle behind innovative business practice by firms is the desire to enhance performance and to gain competitive advantage (Gunday, Ulusoy, Kilic & Akpan, 2011). According to McAdam & Keogh, (2004) the relationship between firm's performance and its familiarity with innovation and research was investigated, the findings indicated that; outlook of firms towards innovation has high score in the competitive environments in order to gain a higher competitive advantage. Yahya, et. al (2011) carried out integrated analysis of innovation – performance on 84 manufacturing firms in Turkey and there was an exploration on the effect of organizational, product, process and marketing innovation on different aspects of the firm performance – innovation, production, market and finance. The result revealed that there was a significant positive relationship between innovation and the firm's performance.

Dimensions of Innovation

According to Cooper, (1998) innovation has many facet and its multidimensional. The most prominent innovation dimensions can be expressed inter-alia:

1. Radical Innovation refers to path breaking, discontinuous, revolutionary, original, pioneering, basic or major innovations (Green, Garvin & Aiman-Smith 1995).
2. Incremental Innovations refers to the small, micro and infinitesimal improvements made toward enhancing and extending the established processes, product and or services. Radicalism in innovation is in a continuous flux and contradistinction, does not by any means corresponds to the more radically fine-tuned reality (Katila, 2002).
3. As the name suggests, product innovation is the reflection of the significant changes in the end product or service offered by an organization.
4. Conversely, process innovation is the totality of the changes made in the way and manner firms produce end products or services (Utterback cited in Cooper, 1998).
5. Administrative innovation represent the changes that affect the policies and programs, allocation of resources as well as other factors having underpinning with social structure of the organization (Daft, 1998 as cited in Cooper, 1998).
6. Technological innovation focused on the adoption of entirely new idea which by extension influences the basic output processes.

Issues and Impediments to Innovation in Entrepreneurship in Nigeria

Many challenges are confronting the success of innovation and entrepreneurship in the emerging economies. According to Elbaz, Binkour & Majdouline, (2013), the following are some of the issues and problems confronting innovation in entrepreneurship.

1. Lack of Funding

Funds are not always adequate for innovation and entrepreneurial drive. Innovation and creativity are cost centres and have serious economic implications on the operations of the organization. Therefore, organizations instead perceived innovation and creativity as a 'wasted' venture rather than an 'investment'.

2. Lack of Innovation Culture

Innovative activities require a conducive environment to thrive and succeed. According to Elbaz, et. al, (2013) innovation and entrepreneurship needs a suitable environment and a different set of culture and core values that emphasize more individualism, ambition and transparency. The absence of the above has prevented innovation and entrepreneurship managers to further their plans.

3. Lack of government support

Government in the emerging economics has shown lukewarm attitude towards innovation and entrepreneurship. The entrepreneurs in such economies finds it extremely difficult to think outside the box and failed to create something new with unique features and characteristics because there is no aid from the government to encourage innovation and creativity.

4. Manager's Absolute Control

Innovation encourages employees in an organization to participate in management through personal initiatives and industry. On the contrary, managers of entrepreneurship feels threatened if a subordinate becomes too innovative and creative, this in turn can hinder the development of innovation and entrepreneurship.

5. High risk-rating

Entrepreneurship businesses in the emerging economies are usually small in size with many attendant problems and challenges; they are perceived high risk ventures by lending institutions such as banks and other financial houses. They are usually avoided and accorded low priority in terms of loan and credit facilities.

Empirical Review

Mohammed and Abimiku (2015), carried out an analysis of the conceptual framework of innovation among small and medium enterprises in Nigeria, survey research design was adopted for the study, the result showed that innovation is paramount to the survival and growth of any business, the study conclude that since innovation is one of the key means by which new products will be created, it is impactful to the extent that success in every small and medium enterprise depends on it. The study recommended among others that students of entrepreneurship education should be exposed to different innovation strategies of small and medium enterprises (SMEs).

Olokundun et. al (2017), carried out a conceptual model on entrepreneurship and innovation performance; descriptive research design was adopted for the study, the objective of the study is to show that the innovative activities of entrepreneurs can be effective at achieving innovative performance of SMEs in Nigeria. The findings revealed that there is a relationship existing between entrepreneurship and innovation performance in order to engender innovative performance of SMEs in Nigeria. The study concludes that promoting entrepreneurship in Nigerian firms will play a major role in motivating as well as creating a platform for employees to express their visionary and creative abilities aimed at improved innovation performance. The study recommends among others that firms must imbibe a high level of innovative culture so as to enhance the exploitation of the valuable entrepreneurial talents in employees, increase performance and to position the organization in the market to gain competitive advantage.

Olughor, (2015) carried out a research on the effect of innovation on the performance of SME organization in Nigeria. The study investigated how innovation affects business performance in small and medium sized enterprises (SMEs) in an up-and-coming market, like Nigeria, survey research design was adopted for the study, data were collected through structured questionnaire and innovation was measured using the OECD oslo scale (2015). The finding showed that there is a high correlation among factors used to measure innovation and that innovation influence business performance, the study concludes that the ultimate goal of innovation is to improve business performance. The study recommends that public and private organizational policies should be designed in ways that addresses horizontal concerns and which generates better and viable inducement for innovation activities

Elbaz et.al (2013) carried out an empirical study of innovation and entrepreneurship in morocco, the study adopted a qualitative approach in exploring the presence of innovation in entrepreneurship process and actions of Moroccan companies, data were collected through structured interview with the respondents, the finding of the study indicated that there is a general consensus that entrepreneurship and innovation are closely related. The study concludes that entrepreneurship and innovation are complementary, and a combination of the two might be vital to corporate success and sustainability in today's dynamic and changing environment. The study recommends that since entrepreneurship and innovations are systematic behaviors (Drunker, 1994), systematic efforts are required to incorporate them into the operations of the organization.

The following null hypotheses are formulated for the study

Ho1: Innovation has no significant effect on competitive advantage of entrepreneurship in Aba ,Abia State

Ho2: Innovation does not have any significant influence on market expansion of entrepreneurship in Aba, Abia State.

Ho3: There is no significant relationship between innovation and creation of value-added offerings among entrepreneurship in Aba, Abia State.

METHODOLOGY

The research design adopted in this study is descriptive survey. This is appropriate because it enables the researcher to elicit information and gather opinions from the owners and managers of entrepreneurship on the influence of innovation on the performance of entrepreneurship in Aba, Abia State. Aba was chosen for the study because of its high concentration of entrepreneurship businesses.

The population of the study consists of 3000 owners and managers of entrepreneurship in Aba. The researcher applied simple proportion to determine adequately the number of entrepreneurship owners and managers in Aba.

The sample size of 353 for the study was gotten using the Taro Yamane's formula. The researchers designed a structured questionnaire as the instrument that was used for the collection of data which was constructed on a five (5) point rating scale with response options of Strongly Agree, Agree, Disagree, Strongly Disagree and Undecided. The values assigned to each of the options are 1, 2, 3, 4, and 5 respectively.

The validity of the instrument both face and content was done by five experts in the field and the suggestions, observations and opinions of these experts were noted and considered during the final draft of the instrument. In order to determine the consistency of the instrument, reliability estimate was put to test by administering copies of the instrument to 40 owners and 60 mangers of entrepreneurship in Aba. Cronbach Alpha was thereafter used to analyze the data and responses noted. The test results indicated that the variables were 89% reliable which concluded by extension that the instrument is reliable to a greater extent. Out of 353 copies of questionnaire distributed, 340 were returned. Descriptive statistic and Pearson's Product Moment coefficient of correlation were the methods used for the analysis of data. Based on this, decision was established on rejection

and acceptance of null hypotheses, if the calculated value exceeds the critical value, reject the null hypotheses, otherwise, the alternative hypotheses will be upheld, or if the t-value is less than the alpha level of 0.05 reject the null hypotheses, otherwise accept the alternative hypotheses, 95% level of significant were used to test the hypotheses.

RESULT AND DISCUSSION

A total of 353 questionnaires were distributed and 340 were returned, indicating 97% response rate or 97 interests in the study by the respondents. In analyzing the personal data, simple percentage was used while in the research questions and hypotheses, the Pearson's product moment coefficient of correlation (r) was used.

Table 1
Respondent's view on the effect of innovation on competitive advantage of entrepreneurship in Aba, Abia State.

S/N	Options	Frequency	Percentage
1.	Strongly Agree	95	28
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly Disagree	65	19
5.	Undecided	30	9
	TOTAL	340	100

Source: Researcher's field survey 2020

The table above shows that 95 (28%) of the respondents strongly agreed that competitive intelligence has a significant effect on performance of entrepreneurship in Aba, Abia State, 80 (24%) agreed, 70 (20%) disagreed, 65 (19%) strongly disagreed and 30 (9%) undecided.

Table 2
Respondent's opinion on the influences of innovation on market expansion of entrepreneurship in Aba, Abia State

S/N	Options	Frequency	Percentage
1.	Strongly Agree	90	26
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly Disagree	60	18
5.	Undecided	40	12
	TOTAL	340	100

Source: Researcher's field survey 2020

The above table revealed that 90 (26%) of the respondents strongly agree that innovation has a significant influence on market expansion of entrepreneurship in Aba, Abia State, 80 (24%) agreed, 70 (20%) disagreed, 60 (18%) strongly disagreed and 40 (12%) undecided.

Table 3
Respondent's view on the correlation between innovation and creation of value added offerings among entrepreneurship in Aba, Abia State

S/N	Options	Frequency	Percentage
1.	Strongly Agree	95	28
2.	Agree	80	24
3.	Disagree	70	20
4.	Strongly Disagree	65	19
5.	Undecided	30	9
	TOTAL	340	100

Source: Researcher's field survey 2020

The table above shows that 95 (28%) of the respondents strongly agreed that competitive intelligence has a significant correlation with value added offerings among entrepreneurship in Aba, Abia State, 80 (24%) agreed, 70(20%) disagreed, 65 (19%) strongly disagreed and 30 (9%) undecided.

Test of Hypotheses

To ascertain the validity and reliability of the research outcome, the hypotheses are tested using the Pearson's product-moment coefficient of correlation.

H₀₁: Innovation has no significant effect on Competitive advantage of entrepreneurship in Aba, Abia State

Calculated $t = 5.48$

Table value = 3.182

Decision

From the t calculated value 5.48, when compared with table value $t = 3.182$, at 5% level of significance, the null hypothesis is rejected, while the alternative hypothesis is accepted and conclude that innovation has a significant effect on competitive advantage on entrepreneurship in Aba, Abia State.

H₀₂: There are no significant relationship existing between competitive intelligence and market expansion of entrepreneurship in Aba, Abia State.

Calculated $t = 8.5$

Table value = 3.182

Decision

From the above calculated value 8.5, when compared with table value $t = 3.182$, at 5% level of significance, the null hypothesis is rejected while the alternative hypothesis is accepted and conclude innovation has a significant influence on market expansion of entrepreneurship in Aba, Abia State.

H₀₃: There is no significant correlation existing between innovation and creation of value added offering among entrepreneurship in Aba, Abia State.

Calculated $t = 5.47$

Table value = 3.182

Decision

From the above calculated value 5.47, when compared with table value $t = 3.182$, at 5% level of significance, the null hypotheses is rejected, while the alternative hypothesis is accepted and conclude that innovation has a significant effect on the creation of value added offerings among entrepreneurship in Aba, Abia State.

Discussion of Findings

The study examined the influence of innovation on the performance of entrepreneurship in Aba, Abia State. Three hypotheses were formulated; hypotheses one result indicated that innovation has a significant effect on competitive advantage of entrepreneurship in Aba, Abia State. This position is in consonance with the opinion of Olughor (2015) who stated that investing in innovative behavior can strengthen knowledge of employees and individuals that drive the resilience of the organizations to create new products, processes, and new behavior of working that generates improve competitiveness and achievement of necessary goals to shape performances. In a similar development, Miller, (1998) and Yahya et. al (2011) emphasized that the firm's innovation performance depends on the opportunities provided by their external environment. The implication of

this is that firm's becomes very competitive in an emerging market by placing high premium on innovative undertakings which tends to create and improve their reputation in the market environment. The authors further stressed that the major consideration for innovativeness is the desire of the firms to gain enhanced business performance and competitive edge. Similarly, Mohammed & Abimiku (2015) supported the finding by asserting that when firms have resources that are valuable rare, difficult to imitate and non-substitutable, they can implement value-strategies that resist duplication by other firms leading to creation of competitive advantage of product innovation.

Also, Thicker (2008) argued that innovation is the best way for stimulating growth in a firm to realize high turnover of products and services introduced within a period of time. The authors further stressed that in order for firms to grow; they have to adopt an innovative approach that will enable them to gain competitive edge in the prevailing business environment.

Secondly, the result of hypothesis two revealed that innovation influence the market expansion of entrepreneurship in Aba, Abia State, this has underpinnings with the views of Mukhopadhyay & Ye (2017) by stating that entrepreneurs within small businesses in Nigeria could help carve a niche for their organization through the concept of product differentiation and the uniqueness of the products of the organization can attract new customers as well as new segment of the market, by extension, this may bring about an increase in the aggregate demand for the product of the firm, thereby placing the organization in a competitive position in the market. Again, the views of Emmanuel (2008) and Kogabayer & Maxilikuskas (2017) who stated that entrepreneurial activities in SMEs in Nigeria is in its ability to embark on process technology which marginally reduce the production cost. By implication the reduction in product or service price can increase the aggregate demand for the firms suggesting increase in production and enhanced profitability of the business.

Similarly, according to Chesbrough (2003) and Gassmann (2006) innovation is purposive inflows and outflows of knowledge to accelerate internal innovation and expand market for external use of innovation.

The result of hypotheses three shows that there is a significant correlation between innovation and value-added offerings among entrepreneurship in Aba, Abia State. To support the finding, Lambert, (2016) stated that entrepreneurs within SMEs in Nigeria can offer more value to customers by focusing intensely on customer satisfaction. This feat is

achieved through development of innovative strategies aimed at bringing about customer friendly offerings.

Furthermore, Knox, (2002); and Lumpkin & Dess (1996) also stressed further by defining innovation as a process that provides added value and a degree of novelty to the organization, its suppliers and customers through the development of new procedures, solutions, products and services as well as new methods of commercialization.

CONCLUSION AND RECOMMENDATION

Cultivating innovative culture in an organization in Nigeria is a welcomed development and a step in the right direction, this undertaking seeks to combat organizational stagnation, recession and possible extermination of the products and services of the entrepreneurship in the face of the current effect of globalization, glocalization, advanced technological changes and other marketing dynamics to prevent the incidences of high entrepreneurial mortality to induce accelerated economic growth, development and survival for enhance performance.

Entrepreneurship contributes significantly to the economic development and growth of the emerging economies, therefore the relevance of innovation to these economies needs to be examined in terms of entrepreneurial performance and survival. To a very large extent entrepreneurial performance depends on its ability to develop innovative strategies to combat perceived competitive forces in the market. The ultimate goal of innovation is to improve business performance in the midst of changing business environment; innovation therefore becomes an intervening factor for competitive advantage. More so, when it is predicated on the premise of understanding customer's needs, wants and expectations to bring on board higher standard of living of the people. This study lend significant support to the hypothesis formulated and bring to the fore the relative importance of the role of organizational innovation capability on firm performance and survival.

The following recommendations were advanced based on the findings.

1. Entrepreneurial policies should be designed in ways that addresses horizontal concerns to generate better, enduring and viable inducement for innovation activities.
2. Entrepreneurs should develop innovative culture to encourage innovative ideas among their employees through enforcement.

3. To withstand the competitive forces in the market, entrepreneurs should study the market to know the needs, wants and expectations of the customer and innovate products or services so as to provide them with products or services that can add value and satisfying benefits better than competitors.
4. Entrepreneurs should take a holistic evaluation of the competition and innovate different and unique strategies to gain competitive advantage.

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